A STUDY ON EMPLOYEE ENGAGEMENT AMONG THE EMPLOYEES OF POWER SECTOR WITH SPECIAL REFERENCE TO APSPDCL

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ABSTRACT

The Andhra Pradesh State Power Distribution Corporation Limited (APSPDCL) has a robust distribution network to cater to customers spread across 81331 sq.km .Such a huge network is supported and handled by a large group of employees who are associated with several responsibilities benefiting the citizens directly. In such a work force employee engagement is very much essential to keep the smooth flow of organisational activities. An engaged employee is having a thorough knowledge of business context who works with colleagues to improve performance within the job for the benefit of the organization. A simple random sample of 150 employees was analyzed. The paper identifies factors that form employee engagement are identified and they are assessed with descriptive statistics like mean and standard deviation, chi-square test and Pearson's product moment correlation is applied to find out their inter-relationship with each other. The study conlcudes that employees are travelling towards high engagement levels as the HR policies are aiming at employee retention and have an immediate demand of highly motivated work force.

KEYWORDS: Employee Engagement, APSPDCL, motivated work force, HR policies.

INTRODUCTION

Employee Engagement is the level of commitment and involvement an employee has towards his organization and its values. An Engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. Engaged employees are fully involved in, and enthusiastic about their work. They care about the future of the company and are willing to invest the discretionary effort – exceeding duty's call – to see that the organization succeeds. They are emotionally connected to the organization and cognitively vigilant. Employee engagement occurs when an employee experience a cognitive conscientious and emotional affection with other employee at the workplace. It is a multifaceted concept and actually dependent on the "psychological skills and practice of job and job circumstances" through which human resource is being make present at the workplace during the job performance.

The basic aspects of employee engagement according to little and little (2006) are the employees and their own unique psychological makeup and experience, the employers and their ability to create the conditions that promote employee engagement and the Interaction between employees at all levels. Thus, it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation. Engagement is influenced by many factors from enthusiasm ,nature of work, organizational communication and managerial styles to trust and respect, leadership and company reputation.

2.LITERATURE REVIEW

Samuel Obino Mokaya and Maureen Jerotich Kipyegon (2014) aimed to assess the determinants of employee engagement in the banking sector .The determinants covered where performance management system, personal development and growth opportunities and workplace recreation and remuneration. Results of correlation revealed that there is a strong positive correlation between organizational performance management system, personal development and growth opportunities workplace recreation, remuneration package with employee engagement. Further study recommends that banks should give special emphasis to programs and activities that promote employee engagement.

According to Deepa Mishra, Sampada Kapse and Dhara Bavad (2013) Employee engagement is key in human resource study and the organizations which are successful take pride in implementation of employee engagement strategies. This study finds out the factors influencing the employee engagement among the banks in Kutch district of Gujarat. Employees of two public sector banks and two private sector banks of this region were studied. The analysis confirms the relevance of the factors, including proper pay system equal opportunities, honest communication for employee engagement.

Anjali Gummadi and S. Anitha Devi (2013) focused on finding out the effect of determinants of employee engagement on employee engagement. The study was carried out in different private and public sector banks in the Guntur urban area. Four determinants, supervisory support, training and development, reward and work environment were considered. Correlation and regression tests were applied for analysis. The study provides thought provoking managerial ideas in order to improve the employee engagement among employees focusing on certain factors like supervisory support, training and development and work environment.

Hafiz Abdur Rashid, Ammar Asad and Mian Muhammad Ashraf (2011) investigated the factors persuading employee engagement and linkage of employee engagement to personal and organizational performance in banking sector. The study found the following factors that influence engagement decision making / co-ordination, employee performance appraisals, performance reward systems, employee involvement, training and career development, and human resource practices. The results show that there is a significant relationship among employee engagement and decision making /co-ordination, performance reward systems and employee involvement whereas training and career development and employee performance appraisals are insignificantly related.

Thiagarajan B & Renugadevi V (2011), conducted research on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries" and the purpose of this research article is to introduce employee engagement and key research on engagement related factors in BPO Industries in India. The authors conducted a literature search on employee engagement and interviews with 126 executives. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement.

Sakari Taipale, Kirsikka Selander, Timo Anttila, Jouko Nätti (2011), conducted research on "Work engagement in eight European countries: The role of job demands, autonomy, and social support" aim of this paper was to built upon established theories about job demands and autonomy, it uses a newer work engagement approach, produces cross-national knowledge about work engagement and its predictors. Mamta, Sharma R. Baldev(2011), conducted research on "Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking". This article presents an assessment of the level of employee engagement among managers of a public sector undertaking in India. Besides highlighting the level of engagement, the study has identified the predictors of organizational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managerial employees on a number of parameters relating to employee engagement and its potential predictors. The study has revealed that the level of employee engagement in this organization is quite modest.

Sharma Baldev R et al (2010), conducted research on "Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study" aimed to ascertain the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a manufacturing organization located in the National Capital Region. Data were collected with the help of an 80-item "structured" questionnaire and analysed using the SPSS package. The findings show an across- the-board low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of

which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

Otken Ayşe Begüm & Erben Gül Selin (2010), conducted research on "Investigating the Relationship Between Organizational Identification and Work Engagement and the Role of Supervisor Support". The purpose of the study is to investigate the relationship between organizational identification and work engagement. Social support in the organizational context has a positive influence on several attitudes and behaviors of employees. From the study consisted of 212 employees working in private sector in Istanbul, Turkey Results showed that employees who identify themselves with their organization have high levels of work engagement. Support received from supervisor is found to have a moderating role in this relationship.

Vandekerckhove Wim et al (2008), conducted research on "A Speech-Act Model for Talking to Management. Building a Framework for Evaluating Communication within the SRI Engagement Process". This article can be considered as a first step in the development of a standard for the engagement practice. By developing an engagement heuristic, this article offers a more transparent engagement dialog. Drawing on Stevenson's and Austin's speech-act theories, this article develops a classification of management's responses to the signaling of allegations and controversies on two dimensions: a factual dimension concerning (dis)agreements on factual claims and an attitudinal dimension concerning (dis)agreements on responsibilities, values, and norms. On the basis of the distinctions this article develops, the authors provide for a synoptic table and offer a next-step heuristic for the engagement process that started with signaling a concern to management. The article uses an engagement logic that, while keeping the exit option for the investor open, allows management to address signaled concerns without having to let down or to opt out at the first setback in the dialog process between investor and investee corporation.

Jyotsna (2007), conducted research on "Talent management strategy of employee engagement in Indian ITES employees: Key to Retention". The present study indicated that a good level of engagement may lead to high retention, but only for a limited time in the ITES sector. The need for a more rigorous employee engagement construct is indicated by the study. Practical implications for retention in the BPO/ITES sector are referred to employee engagement.

3. Objectives

a) To study the employee engagement in APSPDCL

b) To find out the relationship between the employee engagement factors and overall Employee engagement in APSPDCL

3.1 Hypotheses

H_{o1}: There is no significant difference between engagement levels among the engineers and Administration staff

H_{o2}: There is no significant relationship between demographical factors and employee Engagement.

4. RESEARCH METHODOLOGY

4.1. Sample Size

A sample size of 150 from different divisions of APSPDCL in Guntur was taken for the study. The sample consists of 103 engineers and 47 administrative staff.

4.2 Sampling Technique

The sampling technique is simple random sampling.

4.3 Data Collection Procedure

Utrecht Work Engagement Scale (UWES) – English version which is developed by Schaufeli and Bakker (2003) is a self report questionnaire with 17 statements about how one feels at work, to be rated on a 7 point scale, ranging from 0 (never) to 6 (Always/everyday). The scale yields score on 3 domains – Vigor, Dedication and Absorption – as well as a full scale score on the level of employee engagement.

4.4 Data Analysis Techniques

For the analysis of data, software of SPSS (version 21) has been used. Correlation, chi square test and ANOVA were applied for evaluation of data.

5 RESULTS, ANALYSIS AND DISCUSSION

Objective1: To study the employee engagement in APSPDCL

To measure the overall employee engagement of the employees i.e. whether they fall under Low engagement or High engagement. The overall employee engagement score is 69.76.So the sample falls in level of high engagement.

TABLE – 01 The distribution of sample over all the three dimensions of engagement is given in the below table

	Overall Mean
Vigor	4.27
Absorption	3.82
Dedication	4.27

Table 02 Correlation Age Vs Engagement

		age	Engagement
age	Pearson Correlation	1	-.238**
	Sig. (2-tailed)		.003
	N	150	150
Engagement	Pearson Correlation	-.238**	1
	Sig. (2-tailed)	.003	
	N	150	150
**. Correlation is significant at the 0.01 level (2-tailed).

From the above table it is clear that the correlation -0.238 between age and engagement has a slight negative impact.

Chi square test between education and energy levels in the job

H_{o1}: There is no significant relationship between and employee education and energy levels among employees.

H_{11}: There is significant relationship between and employee education and energy levels among employees.

Table 03 Chi square test between education and energy levels in the job

	High energy levels	Low energy levels	total
Graduation	50	30	80
Post graduation	25	45	70
Total	75	75	150

Since the calculated value 10.7 is greater than the critical value 3.841 at 1 do we reject Ho and conclude that there is a significant association between the education and their energy levels in the job.

H_{o1}: There is no significant association between and challenging nature in the among employees.

H_{11}: There is significant relationship between marital status and employee education and energy levels among employees

Chi square test between the marital status and their opinion on challenging nature of job

Table 04 Chi square test between the marital status and their opinion on challenging nature of job

	Unmarried	Married	Total
Challenging	12	80	92
Not Challenging	18	40	58
Total	30	120	150

Since the calculated value 7.18 is greater than the critical value 3.841 at 1 df we reject Ho and conclude that there is a significant association between the marital status of employees and their opinion on challenging nature of job

6. Findings of the study

• The present study found out that the APSPDCL employees have more engagement levels

• The practices like Human resource development is confined not only to training and promotion but it also aims at creating a climate in the organization where employees are able to exploit his full potential for participating in the organizational objectives.

• The engineers believed that autonomy was more important to the effective performance of their job than administrative staff. This congruency between the perceived importance and existence of autonomy may have contributed to the higher level of commitment demonstrated by the private sector (Flynn

& Tannenbaum, 1993).

• Baldwin (1987) suggested that in an effort to make politically efficacious decisions, public officials will often agree on goals that are ambiguous and conflicting. However, in the present study it was found that in APSPDCL employee engagement is high inspite of these conflicting goals

• The Present study also found out that the system in the modern days employees give more importance to motivation, recognition and involvement. The study in found that the employees seemed to pay more emphasis on working condition, prestige, life style, peace of mind and autonomy .

• There is a significant association between education levels and energy levels in the job where energy is one of important contributor for the engagement levels.

• In this study age has significant impact on engagement into working.

Conlcusion :

Power sector is definitely loaded with more risk , responsibility as it one of the most important contributor to the growth of the country's economy.It can be concluded that the concept of employee engagement is an uprising environment in the power sector. Engagement strategies consist of a variety of tools which are applied for enriching the human resources in order to attain the optimal level of efficiency. There is a need in the organisations like APSPDCL to create an environment where modern methods can be implemented in engagement with a vigor and zeal as is happening in private sector organizations. It can be concluded that the proper usage of employee engagement is directly proportional to job satisfaction and job security. For achieving sustainable employee engagement it is required by the management to align employee goals and aspirations with those of the organization by implementing strategies such as Management By Objectives, rewarding Innovations & talents, developing Entrepreneurial culture among Employees. Engaged employees are not just committed to organization, but they align their mission & goal with the organization mission and goal.

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